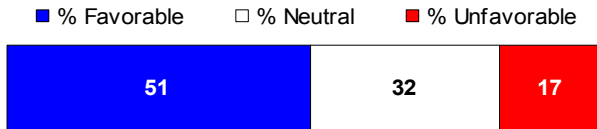


NOAA-Wide SFA Results

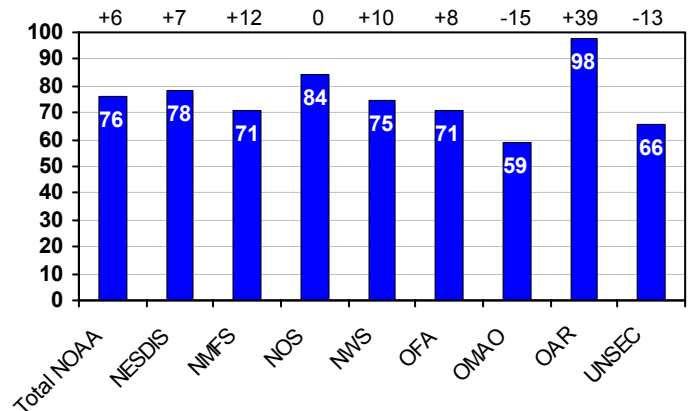
Overall Satisfaction Dimension

The Overall Satisfaction Dimension consists of the average of several questions which measure various aspects of employee satisfaction: Q001 NOAA as an organization to work for, Q034 I feel proud to work for NOAA, Q054 I feel proud to work for my NOAA Line/Staff Office, Q084 Change in workgroup since last SFA, Q085 Change in NOAA overall since last SFA, Q125 Rate your overall satisfaction with NOAA at the present time, Q126 Rate your overall satisfaction with your NOAA Line Staff/Office, Q127 How long do you expect to continue working for NOAA?



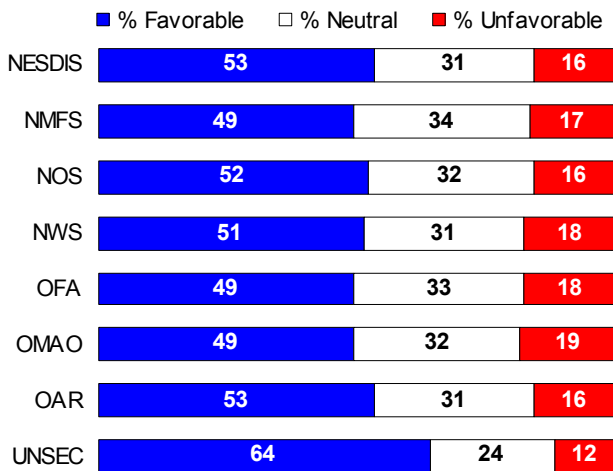
Survey Participation by Office

Seventy-six percent of all employees returned their surveys. The following chart shows participation rates by office. The percentage point difference in 2002 participation rate compared to the 1998 participation rate is shown above the respective bar.

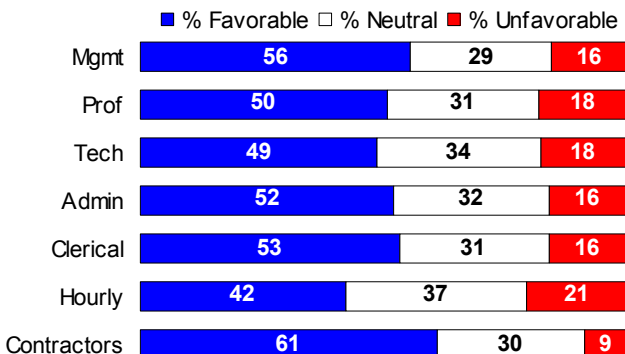


Overall Satisfaction Dimension By ...

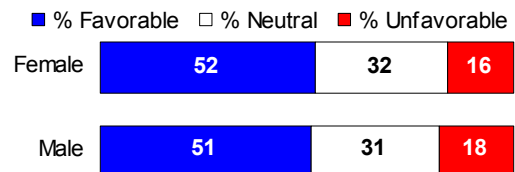
Office



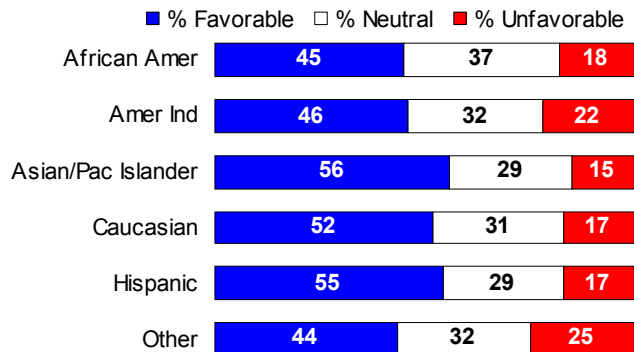
Occupation



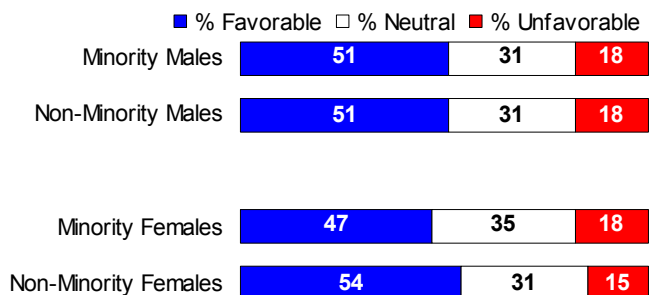
Gender



Ethnicity



Gender and Ethnicity



NOAA-Wide SFA Results

SFA Most Favorable Ten

Here are the top 10 SFA survey items -- the most favorably rated items (ranked by percent favorable, the most favorable first)

- Q076 I have a good understanding of who my customers are
- Q003 Overall, your relationships with your co-workers
- Q072 My immediate supervisor encourages me to provide high quality services/products to other NOAA employees*
- Q061 My immediate supervisor is a technically competent professional (knows the job)
- Q002 Your satisfaction with the job itself
- Q121 The number of hours you are expected to work
- Q078 I have a good understanding of my customers' needs and expectations
- Q013 My last performance appraisal was on schedule
- Q079 I use suggestions from my customers to improve the quality of the products and/or services that I provide
- Q009 Your job security
- Q113 Reasonable accommodations are made for persons with disabilities*

SFA Least Favorable Ten

Here are the bottom 10 SFA survey items -- the most unfavorably rated items (ranked by percent unfavorable, the most unfavorable first)

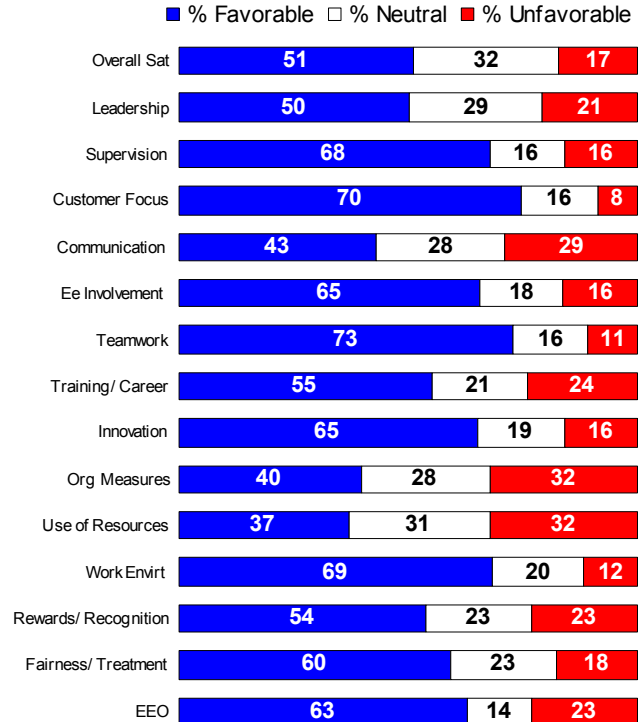
- Q027 The results of the 1998 SFA were used constructively by management
- Q044 Having a minimum of "corporate politics"
- Q038 NOAA upper management helps the NOAA Line/Staff Office offices be more productive
- Q036 The upper management of my NOAA Line/Staff Office does a good job at making me feel a part of NOAA corporate culture
- Q090 There is effective communication between NOAA headquarters and my workgroup
- Q081 Diverse groups participate in the development of performance measures where I work*
- Q004 Your opportunity for advancement
- Q025 The NOAA process for considering employees for competitive promotion works well for me
- Q083 In my Line/Staff Office, work practices and procedures that are no longer needed are eliminated
- Q026 The NOAA process for rating performance works well for me

*Also among the top 10 items in 1998

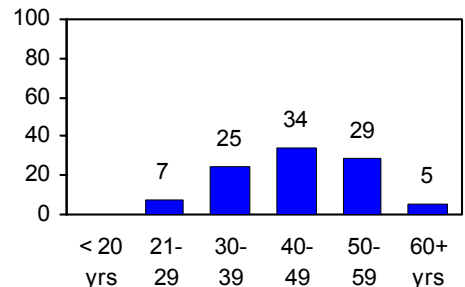
*Also among the bottom 10 items in 1998

About the Survey: Dimensions

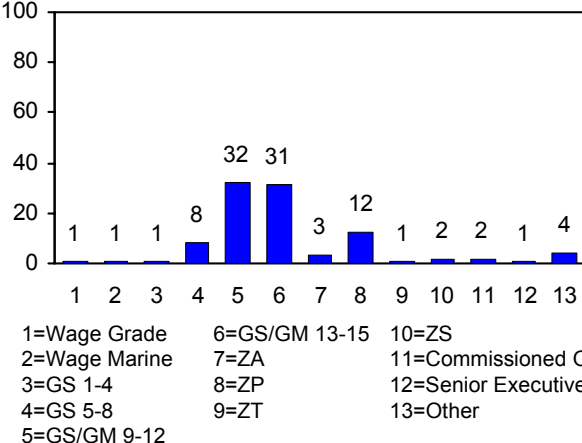
The 130 questions on the SFA Survey were grouped into dimensions (or themes). The Workgroup Reports show the data for the individual questions in each dimension.



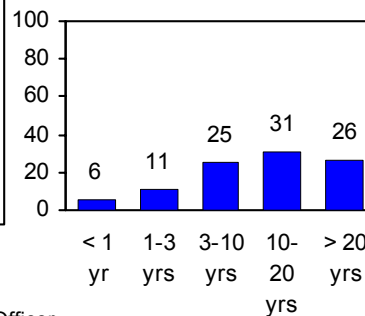
Survey Participation by Age



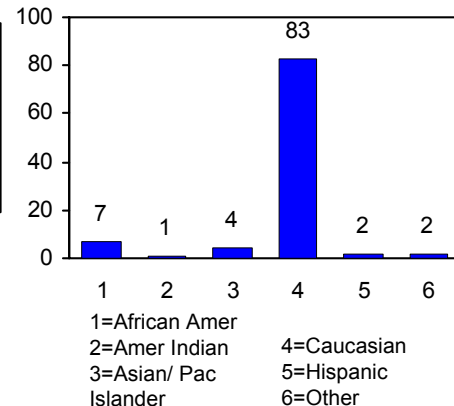
Survey Participation by Pay Category/Grade



Survey Participation by Length of Service



Survey Participation by Ethnicity



Participation Rates Compared to NOAA Headcount

Gender: 79% of NOAA Females participated in SFA, as did 76% of NOAA Males

Ethnicity: 75% of NOAA White/Caucasians took part in SFA, as did 63% of NOAA Black/African Americans, 63% of NOAA Hispanics, 90% of NOAA Asians, and 103% of NOAA American Indians

NOAA-Wide SFA Results

Key Strengths

- **Pride in NOAA and confidence in NOAA's future**
 - Understand NOAA Line/Staff Office mission, vision and values
- **NOAA Line/Staff Office Ratings**
 - Professionally competent and ethical work force, performance expectations, adequate computer systems
- **Immediate Supervisor**
 - Overall job done by, technically competent, performance appraisal on schedule, supports employees' family/personal life, treats me fairly
- **Customer Focus**
 - Understand who external customers are and their expectations, use suggestions from them to improve, work processes designed to meet customer expectations; internally, encouraged to provide high quality to other employees, receive good service from others
- **EEO -- accommodations for disabled (except Hourly), differences understood/accepted, protection against harassment/discrimination (and low incidence of experiencing discrimination on the job), NOAA Line/Staff Office works well with people of different backgrounds**
- **Job satisfaction/skill utilization/personal autonomy**
- **Teamwork -- at workgroup level**
- **Work environment -- safety/security, emergency evacuation procedures**
- **Job security**

Key Opportunities

- **Leadership, especially at Line/Staff Office level (but also of NOAA overall)**
 - Line/Staff Office and NOAA overall having effective leadership, effectively managed/well run
 - Line/Staff Office minimum of "corporate politics", making me feel part of NOAA, retaining the best employees, clear corporate culture, sense of direction/effective planning
 - Relationship between NOAA overall and Line/Staff Offices and relationships between Line/Staff Offices/cooperation between Line/Staff Offices
 - NOAA upper management helping Line/Staff Offices be productive
- **Rewards/Recognition**
 - Performance appraisal helpfulness, too little emphasis on correcting poor performers, not rewarded for providing high quality to customers (especially Hourly), pay (Hourly), advancement opportunity, performance-promotion link, fairness in recognizing accomplishments
- **Communications**
 - Downward: About changes, management keeps employees informed, between NOAA HQ and workgroup, between Line/Staff Office HQ and workgroup
 - Lateral: Management promotes effective communication among workgroups
 - Upward Communication/Follow Through: Effort to obtain, and taking action on, employee ideas/opinions
- **Training/Development**
 - Orientation, encouraged to seek mentoring, immediate supervisor serves as coach/counselor, training for new technologies/tools
- **Organizational Measures**
 - NOAA competitive promotion process, performance rating process, diverse groups participate in performance measure development
- **Workload (Management), unnecessary work practices/procedures eliminated**
- **Fairness and Treatment of Others**
 - Favoritism, trust between management and union, fair training/career development opportunities (especially Hourly, Technical)
 - While only small numbers say they experience discrimination, many of those who did were NOT comfortable seeking counseling nor filing a formal complaint
- **Openness to confronting problems, receptivity to change**
- **Survey Utilization**
 - Negative regarding how 1998 SFA survey was used, skeptical regarding whether this survey will be used, whether management will support SFA feedback/action
- **Hourly ratings, as a group -- below others**